

Plaintiffs' Exhibit 145



Partners continue to be a strategic ecosystem lever to influence & change advertisers' behavior. pre-read

The timeline diagram consists of a horizontal axis with five vertical markers. From left to right, the markers are labeled: "15 years ago", "2008-2017", "2018", "2019+", and "Now". Each marker is connected by a thin horizontal line, and the entire axis is set against a light gray background.

Timeline Period	Key Milestone/Description
15 years ago	GA certified partner program enabled Partners to drive greater adoption and sophistication of msmt solutions amongst advertisers.
2008-2017	DCLK certification helped to expand the end client base onboarded to GMP and scaled programmatic media.
2018	GMP PP launched to unify media & measurement with greater focus on end client MarTech stack consolidation and expansion into Cloud.
2019+	GMP proficiency leveraged by Partners to provide end clients with best in class tech services through a standardized menu of services including tech maturity projects.
Now	Focus on scaling buying door agnostic complex product migrations (e.g. GA4) and increasing end client digital maturity.

What we learned:

- Partners are more agile and adapt to end client needs for services beyond Google's scope (e.g., training, bespoke analysis, implementation, integration work) with strategic guidance from Google
- Partners are highly flexible and are available as "overflow capacity"
- Partners need to focus on building their capabilities holistically given that buying door agnostic capabilities proved critical for advancing end client digital maturity.

 GCAS ADAPT

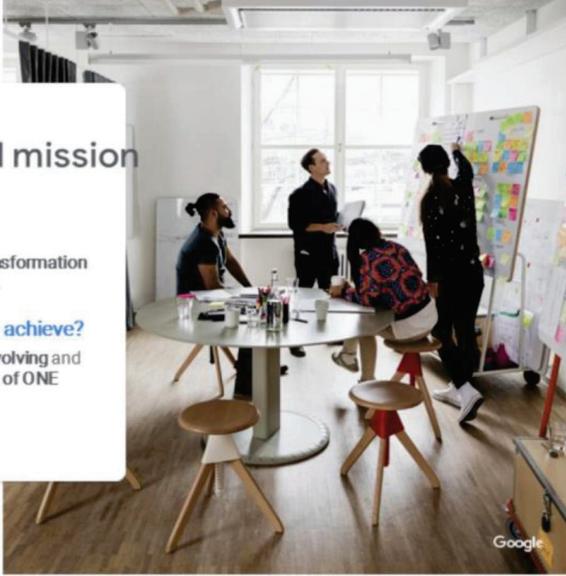
Chain of events that led us to where we are today & many global discussions to build foundations and shift more capacity to partners

2018: 3PE formation and 3PE update

2019: 3PE QBR 2019 and VP update

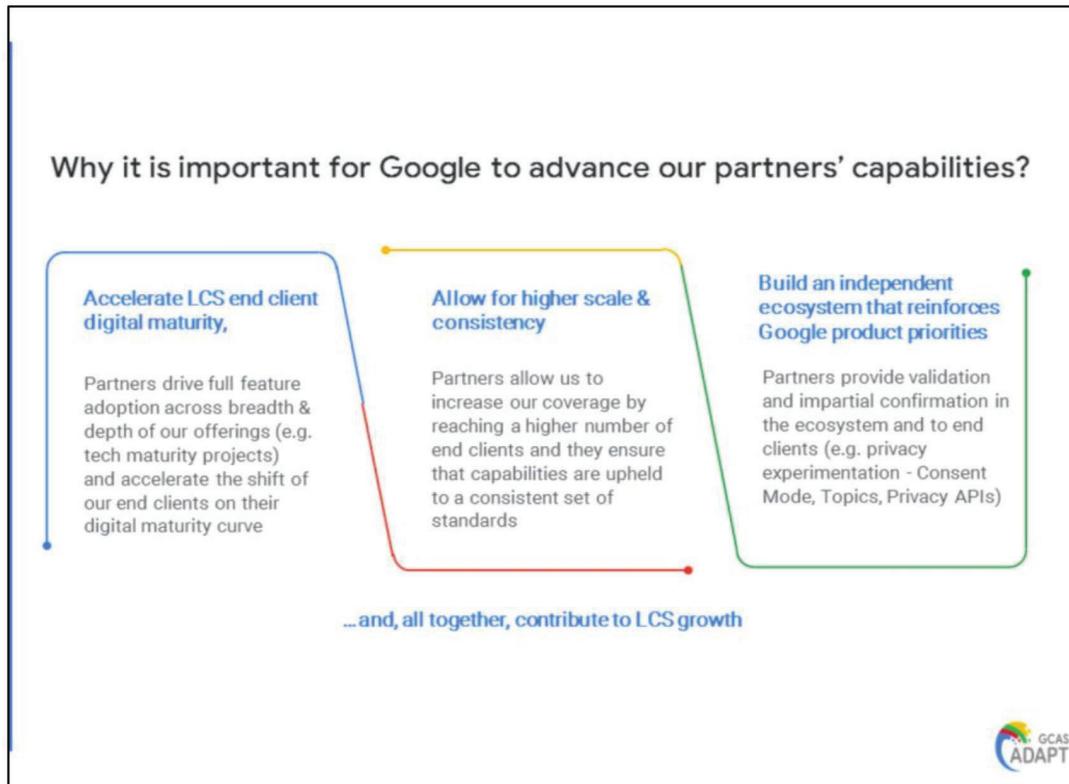
2020: 3PE QBR 2020 and PreMeeting P-staff Oct

Agency & Partner channel mission



WHY are we here?
Grow Google by fast tracking the digital marketing transformation for advertisers through agencies and partners at scale.

WHERE are we going and WHAT do we want to achieve?
Accelerate advertiser growth through a sustainable, evolving and competitive marketing ecosystem by bringing the best of ONE Google to the agency & partners landscape.



Nod to UKI deck (Tim Collier, Carl N)

Point to land: The reasons why Partner Capability is important: benefit to google, benefit to the clients, benefit to the partners) => precursor to North Star

Advance advertiser maturity to drive full adoption of the breadth and depth of functionality we launch

Provide servicing scale and coverage globally across LCS clients

Provides critical (post-privacy) impartial 3rd party experimentation & validation that reinforce Google's sales priorities

With proficiency across competitive platforms, can advise clients on how to operating across hybrid infrastructure

Advancing a client in their digital maturity creates the opportunity for Google to unlock new areas of client investments (i.e., higher digital maturity => higher revenue).

There are 3 critical GBO organisations leveraged by the Partner Program aimed to increase our Partners' capabilities.



Google Product Certifications

Description: Product certifications at the individual or company level, that enable an organisation to provide services to customers such as consulting, training, implementation, and technical support for Google products

Examples: GMP PP Certification, UX/Mobile Certifications, YT msmt, GCP



Google Scaled Education

Description: Ongoing broad education initiatives on Google's products, identifying curriculum needs and developing plan to build it out for Partners and Advertisers, upskilling them along maturity curve

Examples: Skillshop, webinars, Google digital academy, GMP bootcamp, etc



gTech Partner Enablement Strategy

Description: Develop programs, infrastructure and processes to enable & upskill partners improving service capabilities; activate partners to deliver services to end clients (GPO Set Enable/Actions)

Examples: Deloitte Cookieless assessment, regional pilots on GA4, OGT, Mobile



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Use of Reselling channel has evolved from its original design creating gaps in reseller & end client experience

- 1 Reselling is granted on a market level, and working with global customers creates an operational burden for Clients, Partners & Google.
- 2 Current reseller strategy is not clearly defined and, inconsistent across regions which limits access to high value customers
- 3 Lack of direction and governance on data ownership goes directly against Google's best practices on clients owning their own data.
- 4 Lack of clear incentive and strategy for HoldCos to invest in this space

Google

“Reselling channel was designed to enable measurement product expansion into markets and programmatic growth through scale. This no longer reflects our internal business needs, GMP product & tech maturity evolution and partner ecosystem landscape growth and with that our commercials, incentives and service models are not best aligned to partner & end client needs.”

*What is legally and financially possible with current reseller structure
You have to be certified to resell, cert is on a country level, you can not resell out of your current market
Invoicing in WHT countries*

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Reseller Overview and Principles

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Certified Companies

Certified Companies have validated expertise at providing GMP services such as consulting, training, implementation, and technical support. Agencies, alliance partners, and system integrators will likely fall into this grouping.

- We certify at a per-country and per-OpCo basis.
- Companies must be performing at the below level before applying to the program. All applications must be reviewed and approved by the Partner Team.

Resellers

REsellers meet our Certified Company requirements AND work closely with Google on selling and supporting GMP. They also must commit to a close working partnership with Google in market. That means collaborating with Google's channel and advertiser sales teams to grow usage of the Google Marketing Platform.

Requirements:

- Full end-client data ownership
- Minimum Service Obligations (MSOs)
- Pricing Transparency (technology and services)
- Recommend Google technology
- Detailed business plan and interview
- Adequate commercials capacity in certified market(s)

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What Does it Mean to be a Certified Company vs Reseller

	Certified company		Sales Partner		Uncertified Agency	
	Analytics*	Media Platforms*	Analytics	Media Platforms	Analytics	Media Platforms
Service clients (basic sales & tech services)	Yes	Yes	Yes	Yes	No	Yes
Deploy tech maturity projects	Yes	Yes	Yes	Yes	No	No
Early beta access / Access to PM teams	Yes	Yes	Yes	Yes	No	No
Access to education and trainings materials	Yes	Yes	Yes	Yes	No	Yes
Ability to act as a reseller *	No	No	Yes	Yes (at Reseller rate card)	No	No

*Reselling means providing write access to the Services to a third party (e.g., a Client) that is not explicitly permitted such access to the Services under the applicable Agreement with Google. Reseller partners are required to provide rate transparency to their clients.

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